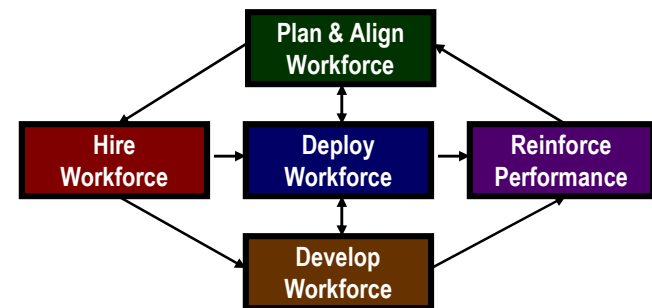


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**State of Washington**  
**Department of Community, Trade, and Economic**  
**Development**

**Human Resource**  
**Management Report**

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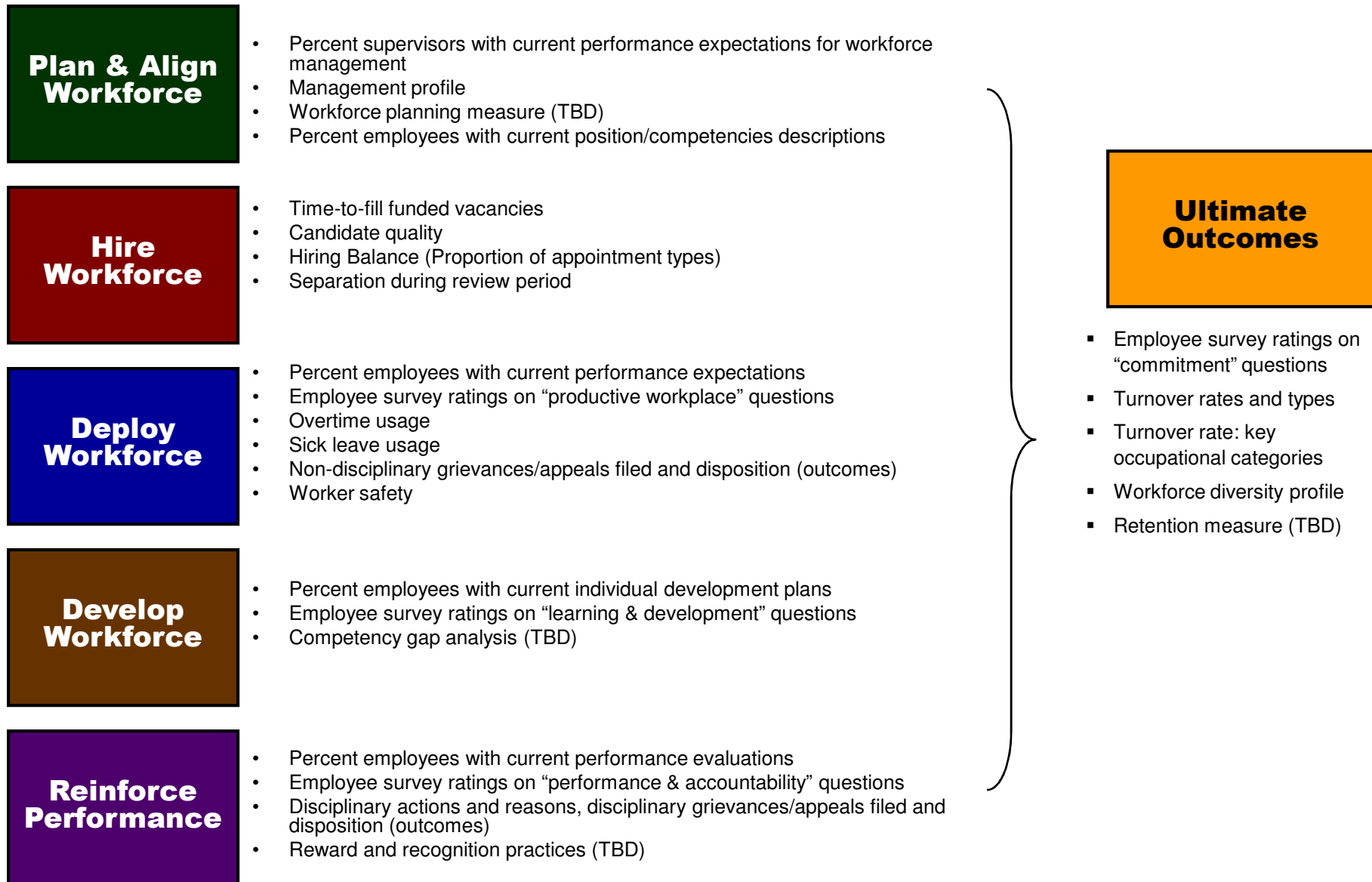
**October 2008**

[Note: This is the standard format provided by DOP as of 8/1/08. Agencies may customize or supplement this format to meet unique needs, as long as the minimum information shown in this format is included.]

## Managers' Logic Model for Workforce Management



## Standard Performance Measures



# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

**Percent supervisors with current performance expectations for workforce management**

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Workforce Management Expectations

**Percent supervisors with current performance expectations for workforce management = 100 %\***

\*Based on 86 of 86 reported number of supervisors

### Analysis:

- 100% Performance Development Plans on time including review of Position Description Forms.
- This is a position specific requirement for all managers, and they know they are not eligible for performance incentive awards unless 100% compliant with this expectation.

### Action Steps:

- None at this time.

Data as of 07/2008  
Source: Success Factors

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Percent supervisors with current performance expectations for workforce management

## Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

## Management Profile

**WMS Employees Headcount = 43**

**Percent of agency workforce that is WMS = 11.4%**

**Managers\* Headcount = 55**

**Percent of agency workforce that is Managers\* = 14.6%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)

## Analysis:

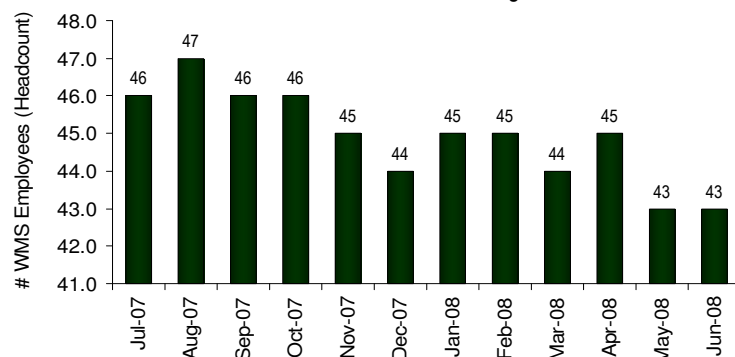
- CTED continues to meet its mid-management reduction target.

## Action Steps:

- The single WMS position not assigned a management type is a data entry error and will be resolved.

### Washington Management Service Headcount Trend

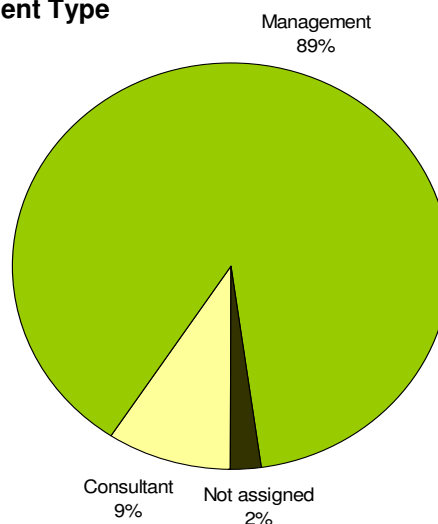
Data Time Period: 07/2007 through 07/2008



### WMS Management Type

Management	38
Consultant	4
Policy	0
Not Assigned	1

Data as of 07/2008  
Source: BI



## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

Percent supervisors with current performance expectations for workforce management

Management profile

Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

**Percent employees with current position/competency descriptions = 100 %\***

\*Based on 357 of 357 reported employee count  
Applies to employees in permanent positions in EMS, WMS & GS

### Analysis:

- CTED continues to meet its target of 100% completion of Position Description Forms.
- This is a position specific requirement for all managers, and they know they are not eligible for performance incentive awards unless 100% compliant with this expectation.

### Action Steps:

- Not required.

Data as of 07/2008  
Source: Success Factors

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-fill vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-fill / Candidate Quality

### Time-to-fill Funded Vacancies\*

Average number of days to fill\*\*: 39 days

Number of vacancies filled: 114

\* Vacancies comprises all appointments, including new hires (44), promotions (50), transfers (14), exempt (9) and other (1).

\*\*Equals # of days from creation of the requisition to job offer acceptance

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = [XXX] Percentage = [XXX]%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = [XXX] Percentage = [XXX]%

Hiring managers indicating "no":

Number = [XXX] Percentage = [XXX]%

## Analysis:

- Time to fill: Decrease from 43 one year ago.
- Candidate quality: Hiring freeze postponed implementation of survey about candidate quality. (We do not use e-recruit.)

## Action Steps:

- Currently in hiring freeze.
- Will implement survey when freeze lifted.

Data Time Period: 07/2007 through 07/2008  
Source: PAR Tracking

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

Time-to-fill vacancies

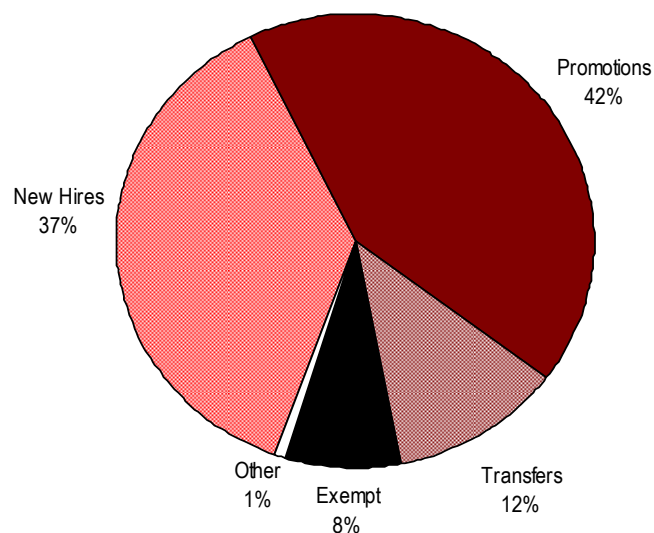
Candidate quality

**Hiring Balance  
(proportion of  
appointment types)**

**Separation during review  
period**

## Hiring Balance / Separations During Review Period

### Types of Appointments



**Total number of appointments = 118**

Includes appointments to permanent vacant positions only; excludes reassignments  
"Other" = Demotions, re-employment, reversion & RIF appointments

## Analysis:

- The 6 (up from 1 in last year's report) involuntary separations during review periods indicate that managers are using this tool correctly.

## Action Steps:

- None identified at this time.

### Separation During Review Period

Probationary separations - Voluntary	1
Probationary separations - Involuntary	5
<i>Total Probationary Separations</i>	<i>6</i>
Trial Service separations - Voluntary	4
Trial Service separations - Involuntary	1
<i>Total Trial Service Separations</i>	<i>1</i>
<b>Total Separations During Review Period</b>	<b>11</b>



# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Current Performance Expectations

**Percent employees with current performance expectations =100 %\***

\*Based on 357 of 357 reported employee count  
Applies to employees in permanent positions in EMS, WMS & GS

## Analysis:

- CTED continues to meet its target.

## Action Steps:

- This month we will begin offering refresher courses in SMART training and conducting a quality review of 100% of our performance development plans.

Data as of 07/2008  
Source: Success Factors

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

### Employee survey ratings on "productive workplace" questions

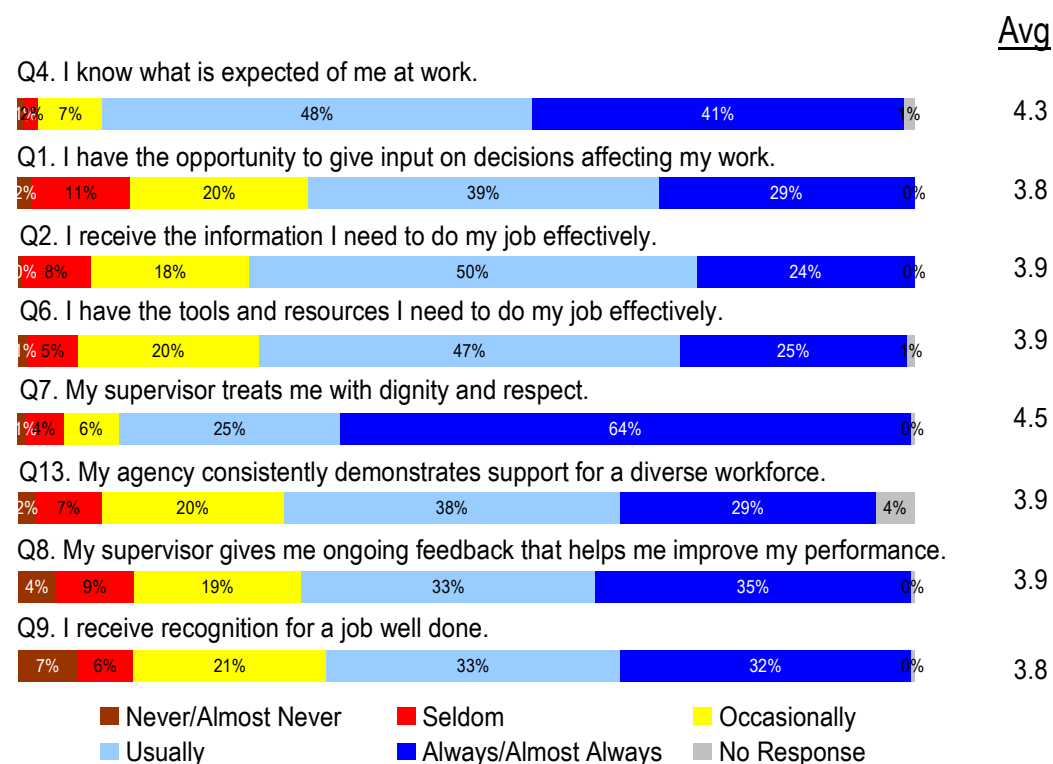
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Employee Survey "Productive Workplace" Ratings



### Analysis:

•The 4.0 average is an increase from last year's 3.9.

### Action Steps:

•None at this time.

Overall average score for "Productive Workplace" ratings:	4.0
---	-----

Data as of December 2007  
Source: 2007 Employee Survey

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

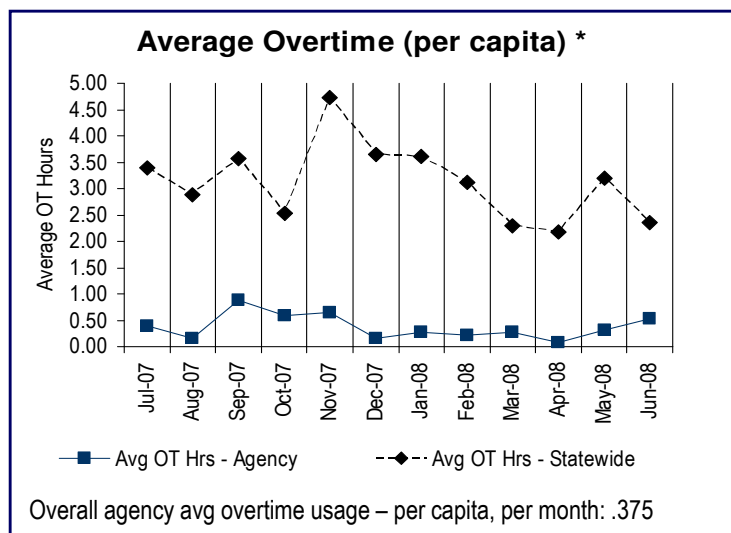
## Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

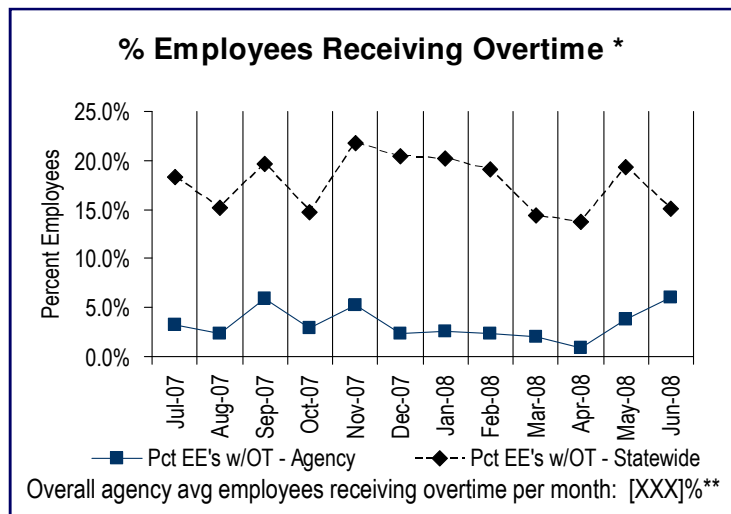
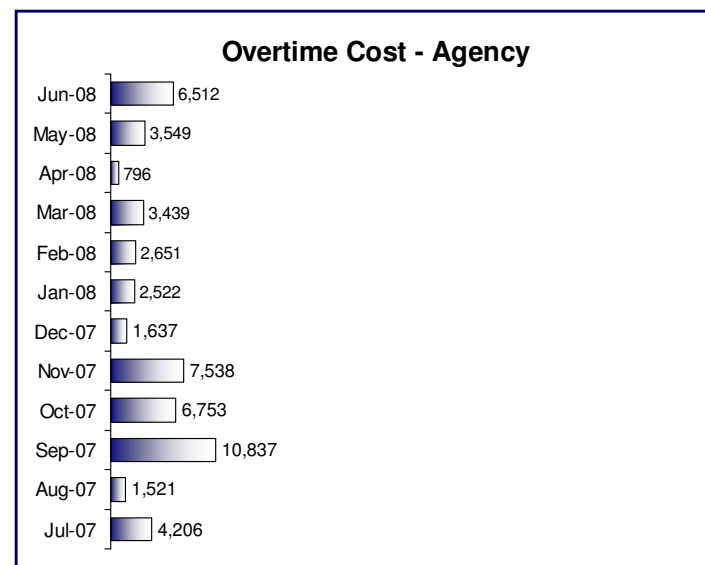
Worker safety

## Overtime Usage



\*Statewide overtime values do not include DNR

\*\*Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months



\*Statewide overtime values do not include DNR

\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

Data Time Period: 07/2007 through 07/2008

Source: BI

## Analysis:

- CTED's overtime usage is extremely low. Our overtime cost last year was \$54,792; this year it decreased to \$51,961.

## Action Steps:

- None at this time.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

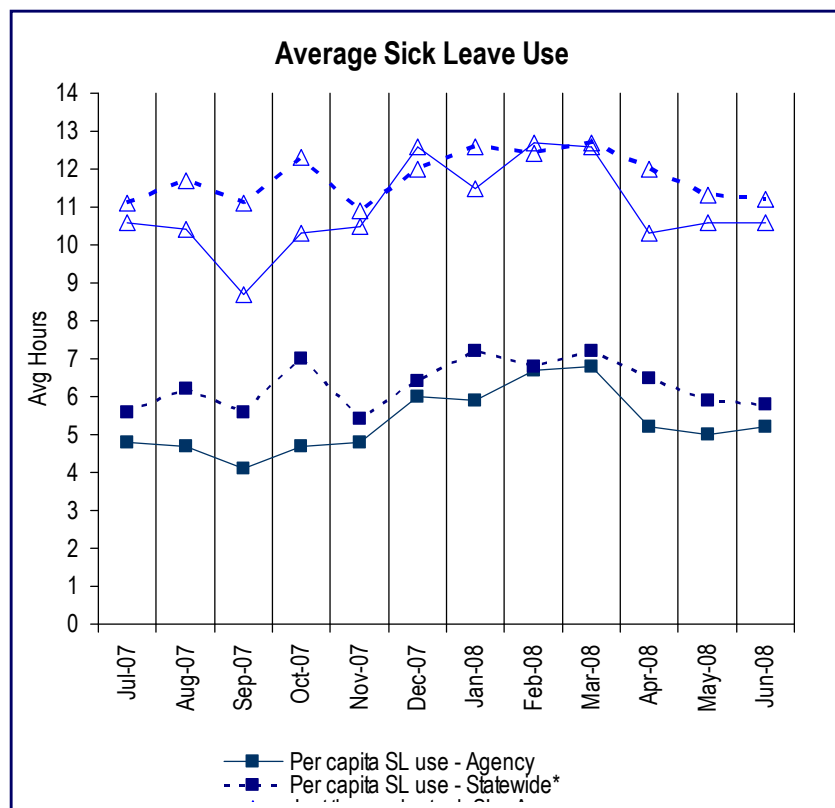
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Worker safety

## Sick Leave Usage



## Analysis:

- CTED's employees (per capita) use 1.5 hours less than the state average, and they use 13.3 fewer hours of what they earn than the state average.
- CTED's employees (who use SL) use .9 hours less than the state average, and they use 10.5 fewer hours of what they earn than the state average.

## Action Steps:

- On October 6 we moved to a 4/10s schedule; we are anxious to see the effect this has on SL usage.
- Our Wellness Committee is very active and has widespread participation.

## Sick Leave Hrs Used / Earned (per capita)

Avg Hrs SL Used (per capita) - Agency	% of SL Hrs Earned (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	% of SL Hrs Earned (per capita) - Statewide*
4.8 Hrs	68%	6.3 Hrs	81.3%

## Sick Leave Hrs Used / Earned (those who took SL)

Avg Hrs SL Used (those who took SL) - Agency	% SL Hrs Earned (those who took SL) - Agency	Avg Hrs SL Used (those who took SL) - Statewide*	% SL Hrs Earned (those who took SL) - Statewide*
10.9 Hrs	136.8 %	11.8 Hrs	147.3%

\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2007 through 07/2008

Source: BI

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

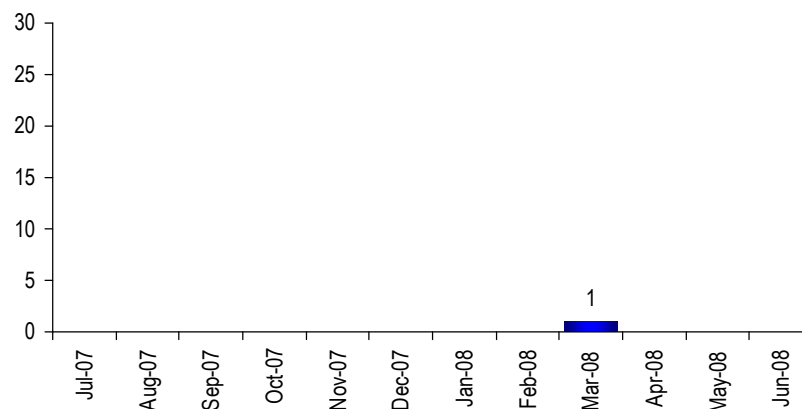
Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

## Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed



**Total Non-Disciplinary Grievances = 1**

\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Non-Disciplinary Grievance Disposition\*

(Outcomes determined during time period listed below)

- Grievance Withdrawn

### Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Rejection of Shared Leave Request	1
2.	
3.	
4.	
5.	

### Analysis:

- This single grievance was withdrawn by the union when it obtained all the data related to the controversy.

### Action Steps:

- None at this time.

Data Time Period: 07/2007 through 07/2008  
Source: Grievance Tracking

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Employee survey ratings on "productive workplace" questions

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Worker safety

## Non-Disciplinary Appeals (mostly non-represented employees)

### Filings for DOP Director's Review

There were no filings during this period

### Filings with Personnel Resources Board

There were no filings during this period

### Analysis:

- We work hard to be transparent in our actions, to treat employees fairly, and to resolve problems at the lowest levels.

### Action Steps:

- None at this time

Data Time Period: 07/2007 through 07/2008  
Source: Department of Personnel

## Worker Safety: Community, Trade and Economic Development, Department of

# Deploy Workforce

## Outcomes

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations  
Employee survey ratings on 'productive workplace' questions  
Overtime usage  
Sick leave usage  
Non-disciplinary grievances/appeals filed and disposition outcomes

## Worker Safety

**Analysis:** Our revitalized Safety Committee reviews every workplace accident for possible solutions and/or educational opportunities, and we created a Wellness Committee whose activities are very popular. In the past few years, we have had only 1 serious incident (and in that case the employee at fault was dismissed.) Our emphasis on employee safety seems to be resulting in a safer workplace.

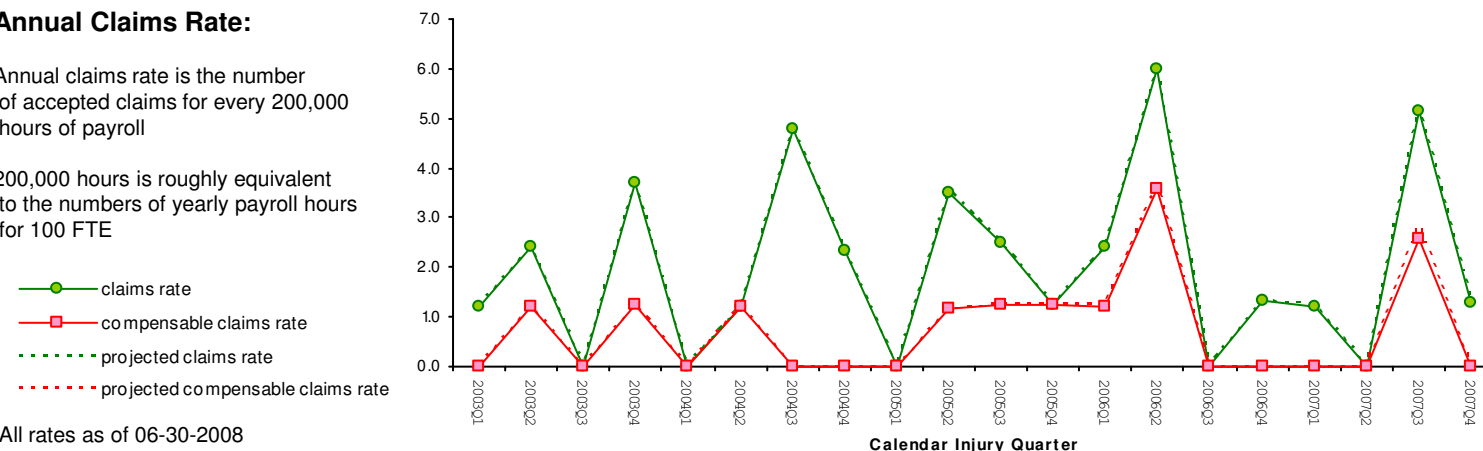
## Action Plan:

- None at this time.

## Annual Claims Rate:

Annual claims rate is the number of accepted claims for every 200,000 hours of payroll

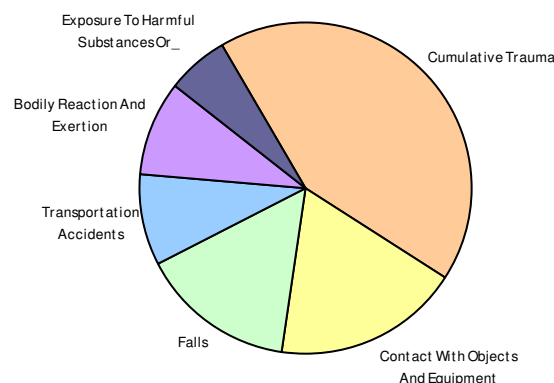
200,000 hours is roughly equivalent to the numbers of yearly payroll hours for 100 FTE



## Accepted Claims by Occupational Injury and Illness Classification System (OIICS) Event:

calendar year-quarter  
2003Q1 through 2007Q4

(categories under 3%, or not adequately coded, are grouped into 'Misc.')



## Cumulative Trauma Claims

Oiics Code	Oiics Description	Count
2	Bodily Reaction And Exertion	13
9	Other Events Or Exposures	1

Source: Labor & Industries, Research and Data Services (data as of 06/30/2008 )

## Develop Workforce

### Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

### Performance Measures

Percent employees with current individual development plans

Employee survey ratings on "learning & development" questions

Competency gap analysis (TBD)

## Individual Development Plans

**Percent employees with current individual development plans = 100 %\***

\*Based on 357 of 357 reported employee count  
Applies to employees in permanent positions in EMS, WMS & GS

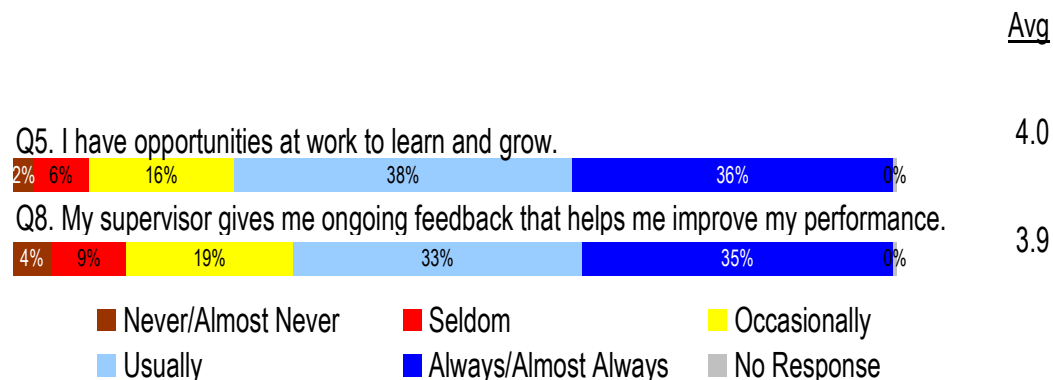
### Analysis:

- CTED continues to meet its target.

### Action Steps:

- None at this time.

## Employee Survey "Learning & Development" Ratings



### Analysis:

•Q8 answer increase from 3.7 last year to 3.9 this year.

### Action steps:

•None at this time.

**Overall average score for "Learning & Development" ratings: 3.9**



## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

#### Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

### Percent employees with current performance evaluations = 100 %\*

\*Based on 357 of 357 reported employee count  
Applies to employees in permanent positions in EMS, WMS & GS

### Analysis:

- CTED continues to meet its target.

### Action Steps:

- None at this time.

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

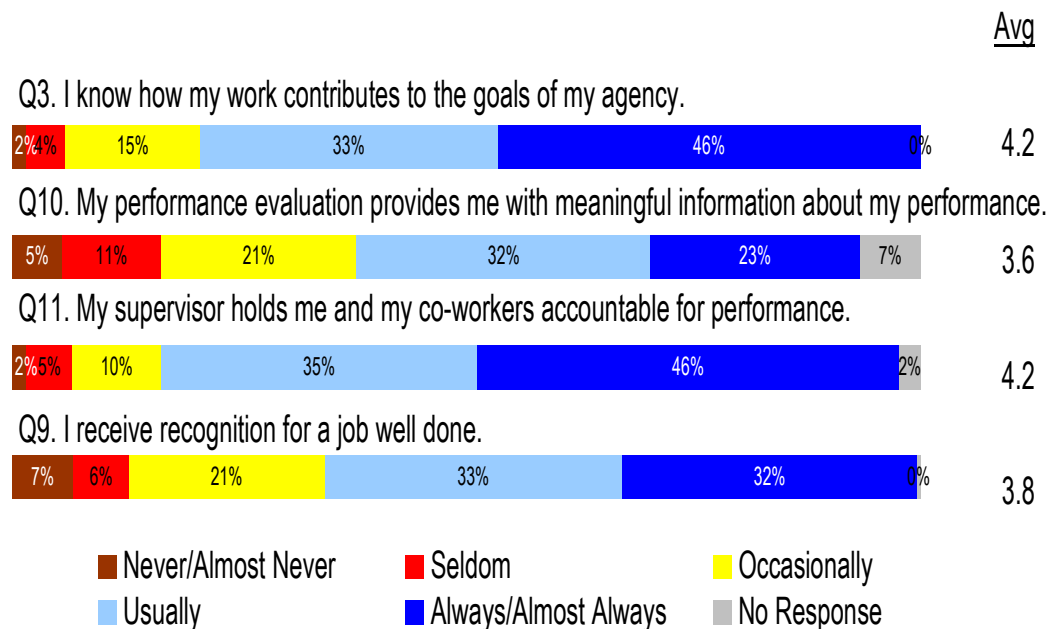
Percent employees with current performance evaluations

### Employee survey ratings on "performance and accountability" questions

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Employee Survey "Performance & Accountability" Ratings



Overall average score for "Performance & Accountability" ratings: 4.0

### Analysis

• This 4.0 rating is an increase over last year's 3.9.

### Action steps

• Focus on making the performance evaluation process more meaningful.

Data as of December 2007  
Source: 2007 Employee Survey

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	2
Demotions	0
Suspensions	0
Reduction in Pay*	0
<b>Total Disciplinary Actions*</b>	<b>2</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

### Issues Leading to Disciplinary Action

- Misconduct

### Analysis:

- This is the same number of formal disciplinary actions as last year.

### Action Steps:

- None at this time.

Data Time Period: 07/2007 through 07/2008  
Source: BI

## Reinforce Performance

### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

### Performance Measures

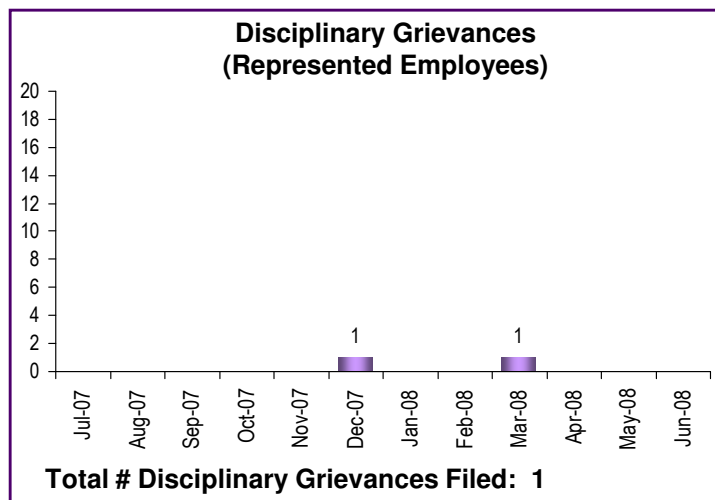
Percent employees with current performance evaluations

Employee survey ratings on "performance and accountability" questions

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Disciplinary Grievances and Appeals



### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 1 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

**1 Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Disposition (Outcomes) of Disciplinary Grievances

- 1 grievance was withdrawn

**Analysis:** 1 grievance involves a dismissal for unacceptable on-duty misconduct. There was no success in the PaRM, but we continue to seek resolution short of litigation. An arbitrator has been selected and the hearing is being scheduled.

**Action steps:** None.

### Disposition (Outcomes) of Disciplinary Appeals

No resolution during this time period.

**Analysis:** 1 employee engaged in unacceptable conduct (re: IT) while teleworking (TW). We have reviewed all TW agreements and reemphasized the need for supervisors to monitor TW employees more closely.

**Action Steps:**  
Ongoing monitoring.

Data Time Period: 07/2007 through 07/2008  
Source: BI

## ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

### Performance Measures

Employee survey ratings on "commitment" questions

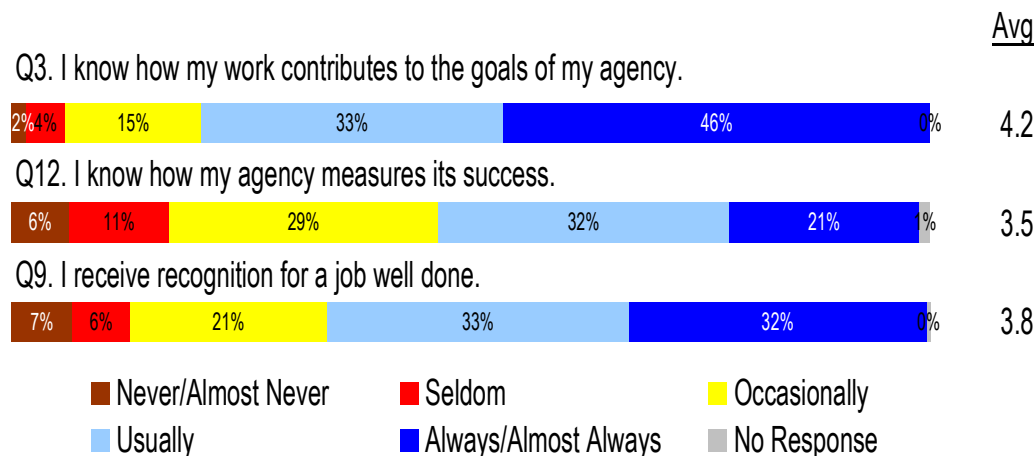
Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Employee Commitment" Ratings



Overall average score for "Employee Commitment" ratings:	3.8
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### Analysis:

•This 3.8 rating is .2 increase over last year's rating. Our use of SuccessFactors, allows us to cascade our Strategic Plan goals down to individual employee goals, thereby linking the two. We measure our success based on the accomplishment of our strategic plan objectives.

### Action steps:

•Continue to stress that we measure success by the degree to which we accomplish the objectives of our strategic plan, and link those objectives to employee goals.

## ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

### Performance Measures

Employee survey ratings on "commitment" questions

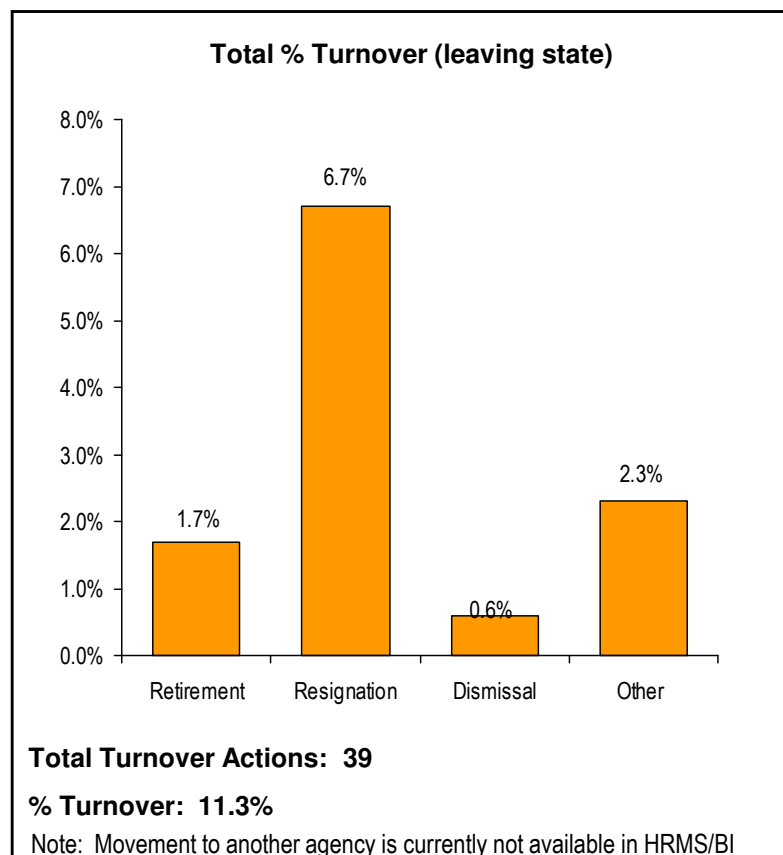
### Turnover rates and types

Turnover rate: key occupational categories

Workforce diversity profile

Retention measure (TBD)

## Turnover Rates



### Analysis:

- Total turnover actions decreased from 44 to 39 and percentage of turnover decreased from 13.6% to 11.3%. One objective of our Strategic Plan is to reduce turnover.

### Action Steps:

- In February we conducted a "retention survey" to explore things other than compensation that might cause an employee to stay at CTED rather than move to another agency. We then focused on the resulting top 5 reasons given, and have enacted 3: flexible schedules, telecommuting and compressed work weeks. One other (paid fitness club membership) is being phased in (2 local clubs already give us a discount) and the fifth—a parking issue—is still under consideration.

Data Time Period: 07/2007 through 07/2008  
Source: BI

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Employee survey ratings on "commitment" questions

Turnover rates and types

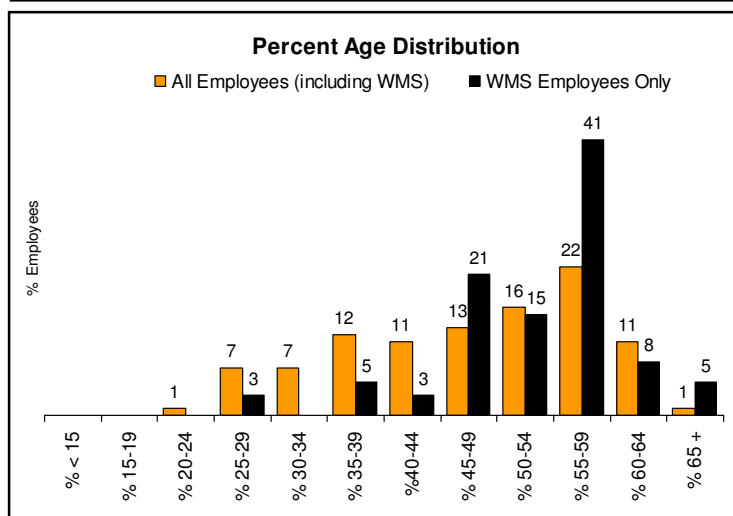
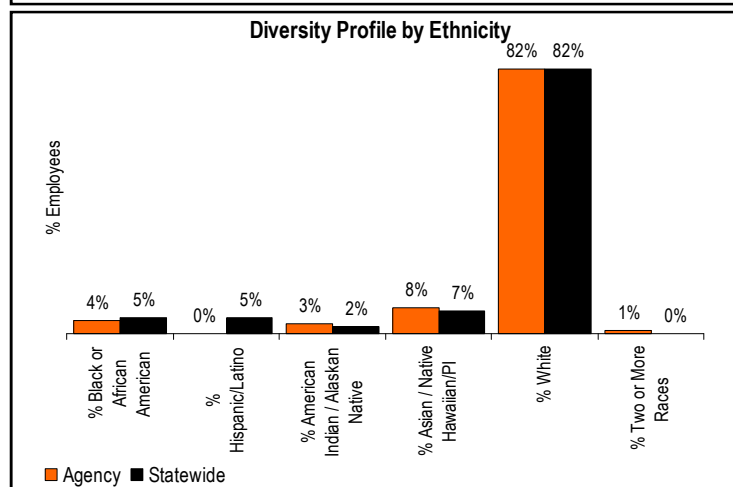
Turnover rate: key occupational categories

**Workforce diversity profile**

Retention measure (TBD)

## Workforce Diversity Profile

	Agency	State
Female	66%	53%
Persons w/Disabilities	5%	4%
Vietnam Era Veterans	4%	6%
Veterans w/Disabilities	1%	2%
People of color	16%	18%
Persons over 40	73%	75%



### Analysis:

- We trend closely with statewide data.

### Action Steps:

- None at this time.

Data as of 07/2008  
Source: BI

## ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

### Performance Measures

Employee survey ratings on "commitment" questions

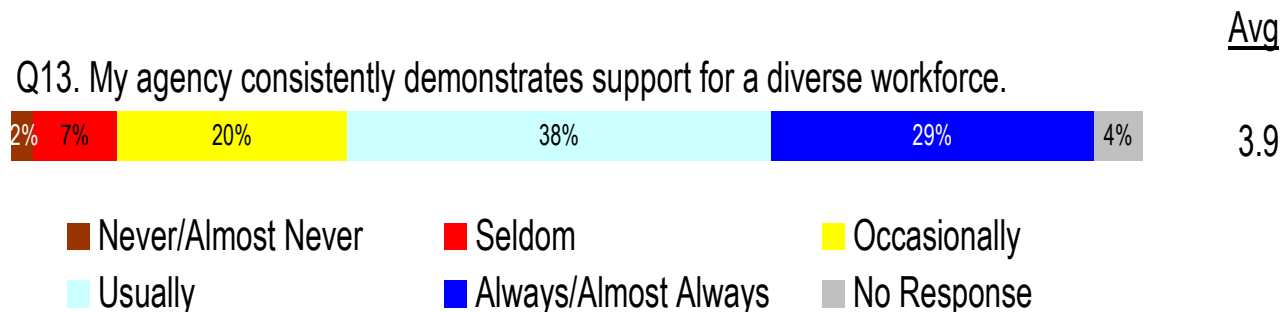
Turnover rates and types

Turnover rate: key occupational categories

### Workforce diversity profile

Retention measure (TBD)

## Employee Survey "Support for a Diverse Workforce" Ratings



Average rating for "Agency support for a diverse workforce":	3.9
--	-----

**Analysis:** There is a rather high interest in having a diverse workforce at CTED.

**Action Steps:**  
Begin recruiting at local military Installations and colleges.

Data as of December 2007  
Source: 2007 Employee Survey